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Sustaining Reform at DCPS

10 April 2010

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Team 3

Agenda

- Problem Definition & Theory of Change
- Recommended Approach
 - Stakeholders
 - Message
- Recommended Actions
 - Parent & Community Engagement
 - Inbound & Outbound Communication
- Implementation
 - Measurement
 - Timeline
 - Budget

Problem Diagnosis

Support for reforms is lagging progress

31% of students, 21% of parents do not believe that the district is on the right track for student achievement, 54% of voters do not believe schools are doing a good job

1

Limited stakeholder penetration

Estimated that less than 5% of parents have attended a DCPS event

2

District messages do not resonate

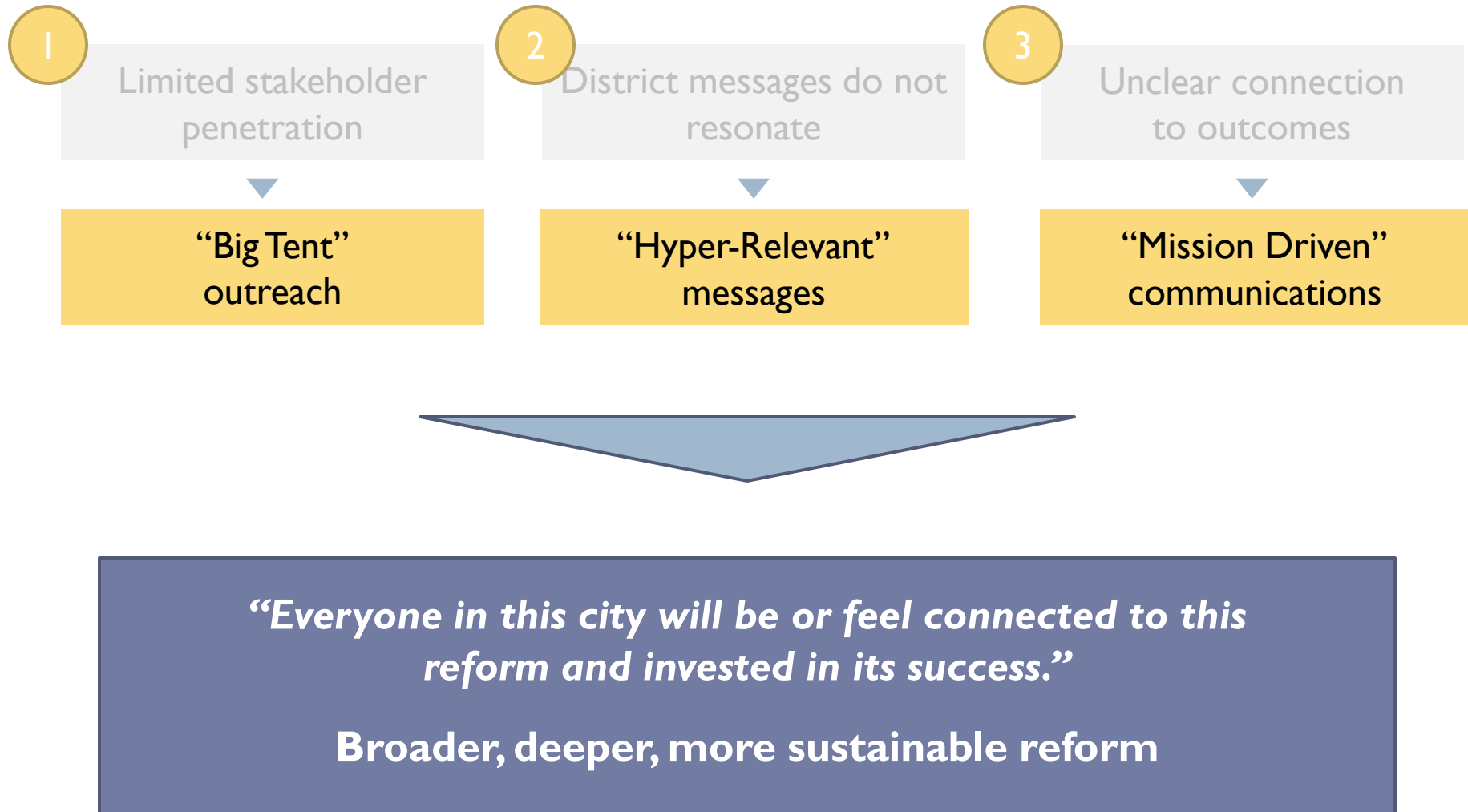
67% of parents would grade their school A/B but only 47% of would grade the system A/B

3

Unclear connection to outcomes

70% of OEFP metrics are tracking outputs rather than outcomes

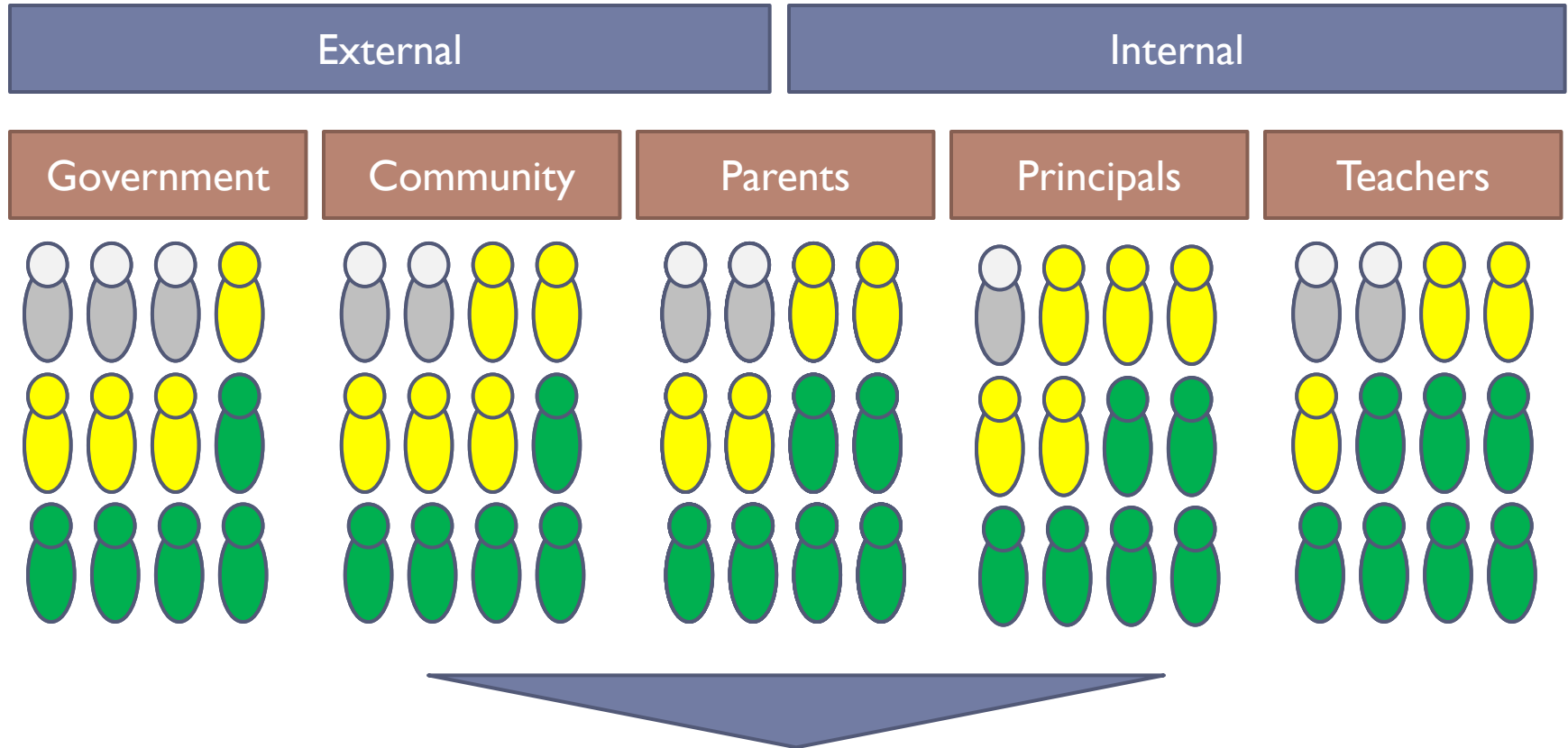
Theory of Change



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DCPS needs to spread relationships within identified stakeholder groups



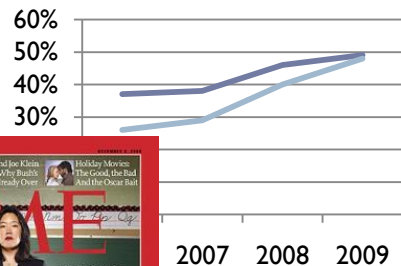
Identifying more stakeholders is not the problem, spreading connections within existing stakeholder groups is

DCPS communication is narrowly focused but stakeholder interests are broader

What stakeholders are hearing now

Test score heavy

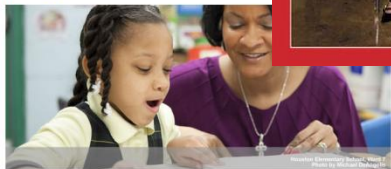
Test scores



One way

Chancellor's Notes

Chancellor's Notes: For the Love of Words - DC Fourth Nation in Reading Growth - April 6, 2010



Last week, the National Assessment for Educational Progress (NAEP) released the "Nation's Report Card" on reading. The District was one of only three jurisdictions in which **fourth grade scores rose** during the period from 2007 to 2009, and **no state had a greater increase** during that two-year period.

More DC students performed at or above "basic" levels than at any time since the NAEP was first administered in either grade, and across subgroups: boys, females, and students both eligible for free/reduced lunch and those who were not. At the eighth grade level, the percentage of students scoring basic or above, and the percentage scoring proficient or advanced, both increased. YES!

Chancellor-focused

What issues they are worried about

Parents: Do you think each of these issues are a big problem?

Presence of violence or crime in the schools

64
63

Safety

Condition of buildings other facilities

60
56

Buildings

Quality and availability of books and other instructional materials

26
62

Quality of teachers

40
45

Teachers

School district's central administration office

0 50 100

■ White ■ Black

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Parent Engagement

Everyone in your area needs to see this [Inbox | X](#)

Natalie Foster, BarackObama.com to me



Friend —

Ever wanted a quick explanation of how health reform will

[We made this one-of-a-kind customized video to do just](#)



Opponents of reform are already calling for its repeal -- an

We can't let them tear down public support for reform.

Share this link with everyone you know so they can get it

<http://my.barackobama.com/WhatItMeans>

Thanks,

Natalie

Natalie Foster
New Media Director



Volume 1, Issue 2
March 2010

Parent News

Supporting Successful Students

March 1
*Parent Teacher Conferences;
No School*

March 2
*Teaching and Learning
Community Meeting in Ward
8, 6:30 p.m. at Hart MS (601
Mississippi Ave. SE)*

March 16
*Teaching and Learning
Community Meeting in Ward
4, 6:30 p.m. at Roosevelt SHS
(4301 13th St. NW)*

March 24
*Chancellor's Community
Forum in Ward 7 on The
Vision for DCPS High Schools,
6:30 p.m. at Kimball ES (3375
Minnesota Ave. SE)*

March 28-April 5
Spring Break

April 1
DCPS Enrollment Opens

April 19-30
DC-CAS testing

Next steps in Out of Boundary Lottery and 2010-11 enrollment

Parents in DCPS have the option of applying to send their children to any school in the District. This process, called Out of Boundary Lottery, closed Feb. 28. Results will be available online March 2 and will be mailed to homes March 8.



Photo by Del Pardo-Gablonzo

If your child was awarded a seat in one of the schools to which you applied, you will receive a Letter of Intent. You must return this letter by April 1. You have until May 1 to complete all paperwork. All of the information you need will be included in the notification letter.

If your child was placed on a wait list, you can check your rank on the list by visiting <http://www.dcps.dc.gov> or visit the nearest DCPS school and ask for assistance. To check your rank, you will need your application tracking number. NOTE: The website will only indicate your initial wait list rank; it will not update as applicants progress up the wait list. To continue monitoring your rank, please reach out to the school(s) directly.

If your child did not get a seat through the Lottery, please call us at (202) 478-5738 to discuss other DC Public School options.

For more information about following the Lottery visit the website at <http://dcps.dc.gov/DCPS/ooib> or call 202-478-5738.

All parents can enroll their children in a DCPS school in person or on-line beginning April 1. For more information contact your school or visit <http://dcps.dc.gov/DCPS/enroll>.

1200 First Street, NE | Washington, DC 20002 | T 202.442.5865 | F 202.442.5026 | dcps.dc.gov

ations
t, Mission Driven"

addresses at the
year

DOSE A DIFFERENT STATE: [District of Columbia](#)

WHAT REFORM MEANS

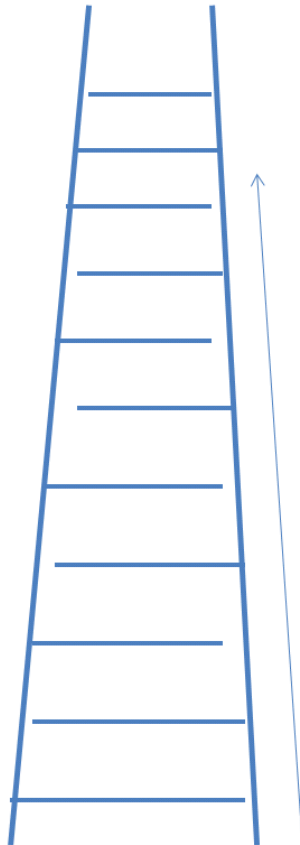
FOR ALL OF US FOR YOU

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Community Engagement

Curre

- Face-to-face community meetings
- Chancellor's Note newsletters
- Teaching and learning opportunities
- Community engagement database
- Community...



What can I do?

... to help DCPS achieve better, deeper, more sustainable results?

- 8 Contact your DC Council representative to show your support
- 7 Organize a petition to find likeminded people on a policy issue
- 6 Find and write local stories as part of StoryCorps
- 5 Reach out to your principal or the Chancellor with your views
- 4 Walk a student home from school
- 3 Volunteer as a tutor
- 2 Attend a school or district meeting or event
- 1 Sign up to receive the *Chancellor's Note* newsletters

2

Outbound Communication

Current Approach

- District wide newsletter
- 3 press releases per month
- 8 positive articles per month
- Schools news stories on the web
- Chancellor's notes twice per month
- Website

Recommendations

"Mission Driven"

publications by

t


audience initiative
and tree tops


specific,

are parents, staff,
experiences





Inbound Communication


**IdeaStorm**
Where Your Ideas Reign


**We need your input!**
There are active [Storm Sessions](#).
[Join in >](#)

[IdeaStorm](#) [Storm Sessions](#)

**View**
All posted ideas by the community

**Post**
Your idea for Dell products or services

**Vote**
Promote or demote ideas

**See**
Your ideas in action

Sort Ideas By: [Popular Ideas](#) [Recent Ideas](#) [Top Ideas](#) [Comments](#) [All](#)

NEW! Storm Sessions are here!
Come on in – a few active sessions have just started!
[Join in >](#)


400
Promote
Demote


What is up with the bundling and packages?!
By [booboo12](#), Mar 22, 2010


I'm just a bit saddened that Dell's increasing the use of bundling and forcing people to choose specific packages just to get certain options. While bundles were available before, you were always able to make adjustments to your system build a la carte. What was so wrong with that? I tried to help a friend configure a Inspiron 1464, with only a 9 cell battery as a additional option, the rest of the config would be base. Can't do that, at least online. Instead, he'd have to add 400 dollars to the base price of 549 just to get the 9 cell battery and end up with stuff he won't ever need or use: [see here](#)
Needless to say, he went elsewhere for a computer.

Bring back the ability to pick from all options individually when in the configurator. Some people don't want to be roped into an expensive bundle.

~Ricky


Comments: 7

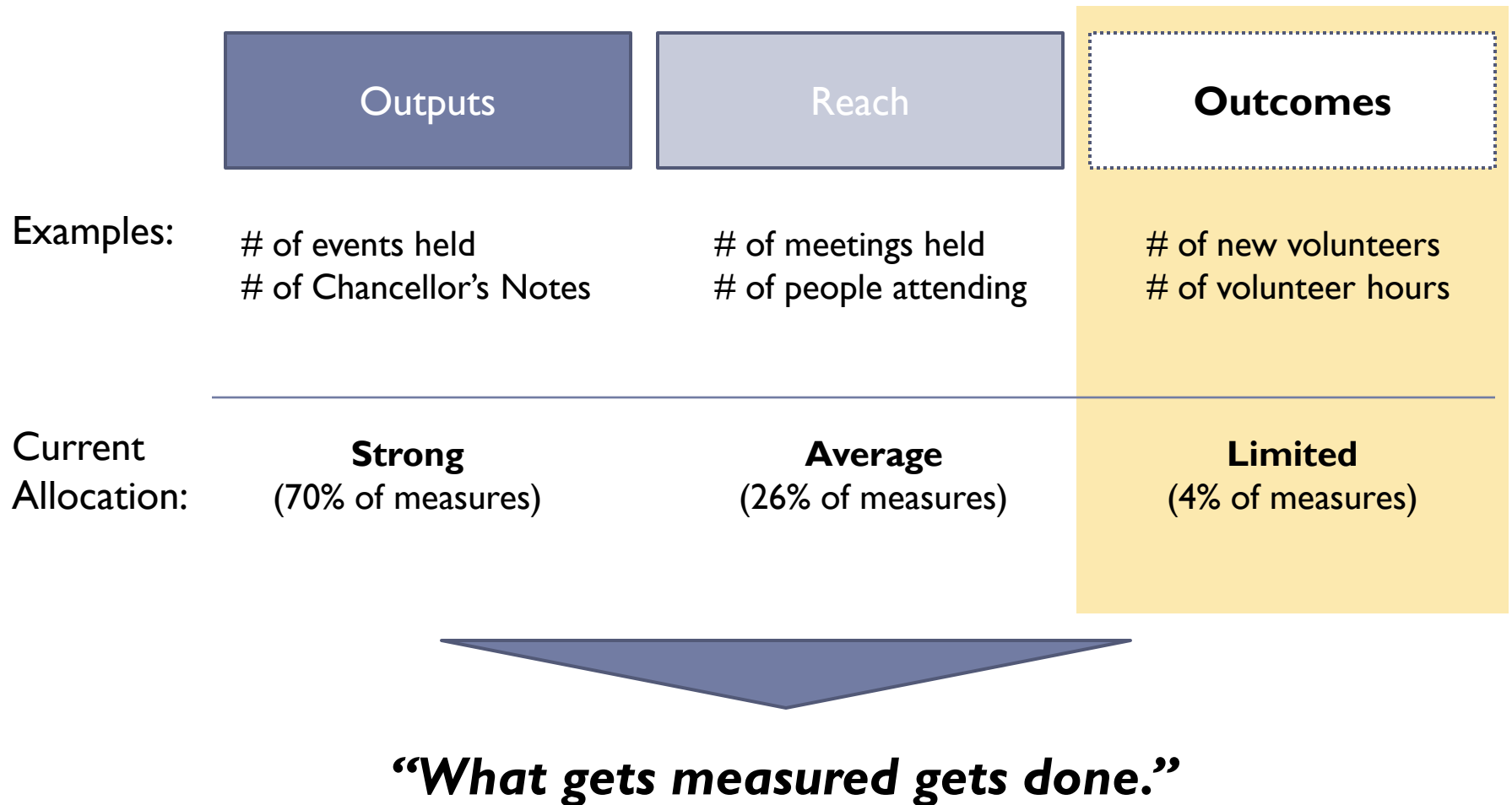
Your Ideas in Action
**IdeaStorm Recap - 1/22/2010**
Happy 2010 everyone! I know I'm a little late with the holiday greetings, but there is a lot to share on...

Introducing Storm Sessions


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Success metrics must push for broader reach and actual outcomes



We propose adding specific outcome measures to assess success of actions

	Current Metrics	Recommendations
Parents	<ul style="list-style-type: none">• # of parent newsletters distributed• # of parents on email list	<ul style="list-style-type: none">• % of parents on DCPS contact list• % of DCPS parents that have attended an event• % of parents satisfied with DCPS communication
Community	<ul style="list-style-type: none">• # of OFPE community meetings• # attending Chancellor forums• # of volunteers fingerprinted	<ul style="list-style-type: none">• % of residents attending an event• Approval ratings of the DCPS, the Chancellor, and individual schools
Outbound Comm.	<ul style="list-style-type: none">• # of newsletters, emails, and stories• # of email list subscribers• # of pageviews on the website• # of positive stories	<ul style="list-style-type: none">• Ratio of positive to negative press locally and nationally• # of unique website visitors locally and nationally
Inbound Comm.	<ul style="list-style-type: none">• # of web survey responses• Collection of survey data	<ul style="list-style-type: none">• # of web survey responses• Collection of survey data

Implementation can begin now for the next academic year

	2010			2011			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Parent Engagement							
“Crash the Party”							
Hyper-relevant newsletters							
Community Engagement							
DC resident mailing							
Large scale event							
Keep the activities, close the centers							
Implement the engagement ladder							
Outbound Communications							
DC Story Corps							
Influencers initiative network							
Inbound Communications							
District feedback hotline							
Online idea generation							
“Pulse of the People” report							
Other							
Develop plan for demonstrated listening							
Add new metrics and establish targets							



By reallocating PRC funding our proposals could be cost neutral

		Annual costs		
Initiative	Resources	Vendor		
		Staff Costs	Costs	Total
Parent Engagement				
Hyper relevant newsletters	1/2 x staff to develop content	\$40,000		\$40,000
Crash the party	1 x staff to coordinate and attend events	\$80,000		\$80,000
Community Engagement				
DC resident mailing	1/4 x staff to develop, execute, and track mailing; Purchase contact database	\$20,000	\$10,000	\$30,000
Large scale event	1 x staff for coordinator; Sponsorships should cover costs	\$80,000		\$80,000
Keep activities, close the centers	7 x staff continue coordinating events; Reallocate 6 x staff	(\$480,000)		(\$480,000)
Implement engagement ladder	1/2 x staff to publicize; Supporter CRM (Salesforce 10 users at \$125/user/month)	\$40,000	\$15,000	\$55,000
Outbound Communications				
DC story corps	1/2 x staff for partner and volunteer recruitment; \$2,000 for equipment	\$40,000	\$2,000	\$42,000
Influencers initiative	1/4 x staff to identify and cultivate relationships; in-kind donations for events	\$20,000		\$20,000
Inbound Communications				
District feedback hotline	1/4 x staff to identify recording software vendor and develop publicity plan	\$20,000	\$10,000	\$30,000
Online idea generation	1/4 x staff to coordinate and execute	\$20,000		\$20,000
Pulse of the people report	1/4 x staff to count, categorize and summarize each month	\$20,000		\$20,000
Other				
Plan for demonstrated listening	Responsibilities of current staff	\$0		\$0
New metrics and targets	Responsibilities of current staff	\$0		\$0
Total				
Total		(\$100,000)	\$37,000	(\$63,000)

* Assumes cost of \$80,000 per staff



Next steps: What do you do next week?

- 1 Host OFPE meeting to explore appetite and feasibility of recommendations
 - Jennifer Calloway: *How do we begin StoryCorps creation?*
How do we embed stories of responsiveness?
 - Jill Nyhus: *How do we design a hyper-relevant newsletter?*
How do we create an 'Idea Storm' portal for DCPS
 - Sarah Johnson: *How can Parent & Family resources be reallocated to become school based?*
 - Shareen Williams: *Who do we work with for 'Friends in High Places'?*
How do they help us reach our critics?
- 2 Share recommendations with Chancellor's cabinet staff to gather feedback across departments
- 3 Update implementation plan based on feedback and bandwidth

Questions?



Appendix



Great School Stories

Articles

- [Katherine Boo, “Expectations,” *The New Yorker*, January 15, 2007.](#)
- [Liz Garrigan, “Nashvillians of the Year,” *Nashville Scene*, December 29, 2005.](#)
- [Leslie Linthicum, “Zuni Kids Go Back to the Drawing Board,” *Albuquerque Journal*, October 22, 2004.](#)
- [Karen Houppert, “School of Second Chances,” *The Washington Post*, April 12, 2009.](#)
- [Jay Mathews, “Despite Test Scores, Shaw Is on the Right Track, *Class Struggle*, September 28, 2009.](#)
- [Elizabeth Green, “Building a Better Teacher,” *New York Times Magazine*, March 2, 2010.](#)

Rationale

- Rich, candid portrayals of individual students; this article broadcasts their voices as much as, or more than, the superintendant’s story.
- Describes visible progress in students’ expectations and attitude as well as academic achievement.
- Shows real academic progress without relying on statistics alone.
- Focuses on students, as well as the school leaders, and provides a multifaceted view of them.
- Provides context for test scores that appear otherwise dispiriting; focuses on principal and the steps he and his staff have taken at the school, rather than on Chancellor Rhee and districtwide efforts.
- Summarizes research, history, and current practice in an accessible way while providing a nuanced but highly positive look at Doug Lemov’s taxonomy and Deborah Loewenberg Ball’s content research.

The Missing Middle

Mass communications

- District Newsletters / Media / Website

Medium-scale communications

- Targeted email lists / Local news stories / Crashing the party

Intimate communications

- Parents living room / Community meetings / Direct response to emails

Parent Email Communications

Goal

- Reach parents with hyper-relevant information
- Track engagement with email communications

Use Cases

- Emails for parents at a specific school
- Emails for parents in a specific neighborhood

Sample Metrics

- Number of emails per month
- Percent of emails opened
- Percent of emails with a click through
- Percent of all parents receiving and opening emails

Potential Vendors

Company	Website
Exact Target	http://www.exacttarget.com
Vertical Response	http://www.verticalresponse.com/
Bronto	http://www.bronto.com
Stream Send	http://www.streamsend.com/

Capital Supporters CRM

Goal

- Raise engagement levels among supporters
- Communicate with supporters more frequently and in a targeted manner
- Track supporter activity

Sample Metrics

- Total number of supporters
- Active supporters in the past 90 days
- Participant engagement for each type of activity over time

Use Cases

- A grandmother wants to volunteer at a school > Into the CRM
- Meet someone at a conference that wants to help > Into the CRM

Member Management Vendors

Company	Website
Salesforce	http://www.salesforce.com
Sugar CRM	http://www.sugarcrm.com/crm/
Netsuite	http://www.netsuite.com/portal/products/crm/analytics/main.shtml

70% of OFPE SchoolStat metrics are outputs and only one is an outcome metric

Exhibit A

Communications Products-OFPE SchoolStat Scorecard
Communications Work stream

Goal: Everyone in this city will be / feel connected to this reform and invested in its success

Performance Indicators	Current Target	Dec	Jan	LSYTD	SYTD	Status
Chancellor's Notes published	2/mo	1	2	6	6	Y
Total Pageviews on dcps.dc.gov (10million by 8/23/10)	4 million	3.1m	3.9m	2.7m	3.9m	Y
School News Stories on web	12/mo	2	12	NA	24	Y
Positive stories about DCPS in external news sources	8/mo	10	10	NA	50	G
Press Releases/PSAs	3/mo	3	6	NA	20	G
Total email distribution list (18,000 by 8/23/10)	11,000	NA	10382	NA	10382	Y
Activities	Owner	Due Date	Status			
Launch creation of library of "At A Glance" one pagers	McMullen	2/9	G			
Launch flash reports	McMullen	2/9	G			
Create message bank	McMullen	2/19	Y			
Communications Strategy	O'Brien	2/28	Y			
Launch Central Office Newsletter	McMullen	3/1	G			


Activities	Owner	Date	Status
Protocols to ensure quick media response	McMullen	2/15	Y
Fully developed communication strategy	O'Brien	2/28	Y
Milestones			
Launch teacher communication plan	McMullen	2/5	Y
Lock down big dog consultant	O'Brien	2/15	G
Launch multimedia strategy	Nyhus	2/19	G
Launch social media strategy	Nyhus	2/19	G


* Scorecards represent December 2009 and January 2010. LSYTD=Last school year to date; SYTD=School year to date. Green=On track; Yellow=Of concern; Red=Off-track


Community Engagement Workstream

Performance Indicators	Current Target	Dec	Jan	LYTD	YTD	Status
Total number of face to face community meetings hosted by OFPE (54 by 8/23/10)	23	16	27	12	27	G
Total responses to web surveys (800 by 8/23/10)	335	275	310	128	310	Y
Total attendance at Chancellor's Forum (900 by 8/23/10)	450	295	371	NA	371	Y
Total monthly attendance at OFPE community meetings	150/mo	216	266			G
Activities	Owner	Due Date	Status			
Community Engagement Policy completed and posted	O'Brien	12/1	R			
Real-time community engagement database	Kohlmoos	2/19	Y			

* Scorecards represent December 2009 and January 2010. LSYTD=Last school year to date; SYTD=School year to date. Green=On track; Yellow=Of concern; Red=Off-track

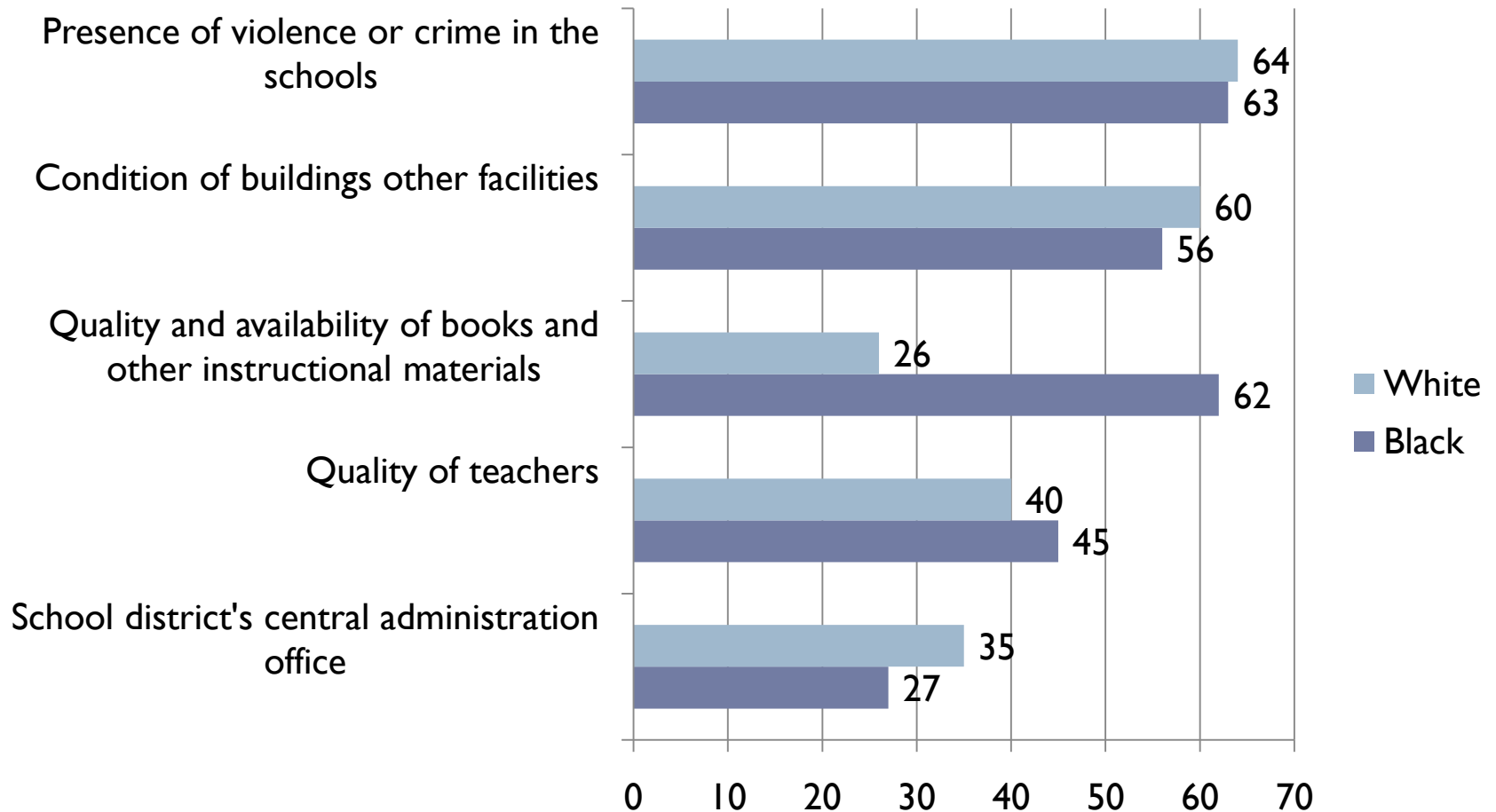
 Output metrics (16/23)

 Reach metrics (6/23)

 Outcome metrics (1/23)

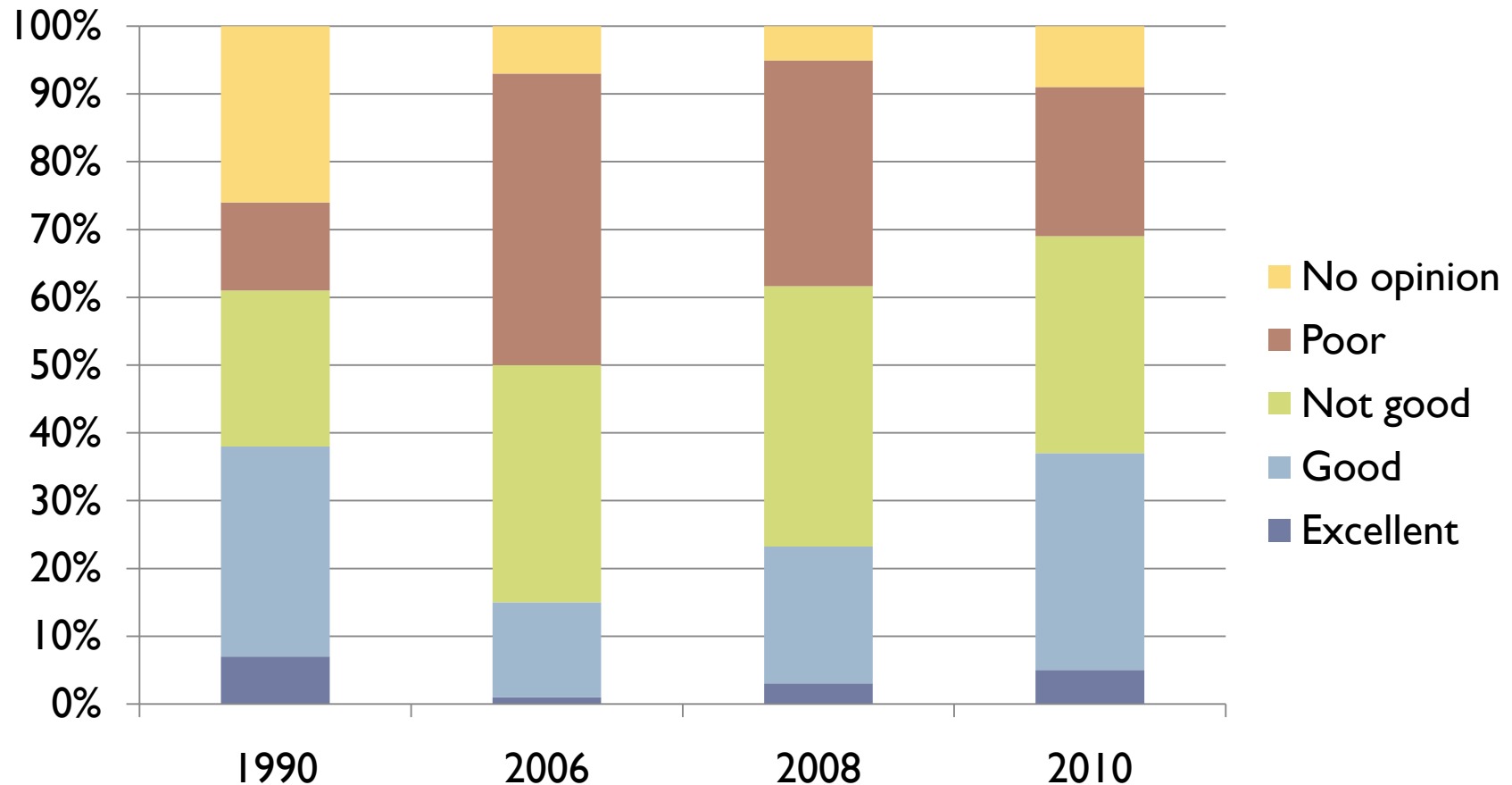
Parents care about much more than just teachers

(For DC parents) Do you think each of these issues are a big problem?



DC residents do think more positively about the system, but still below 1990 levels

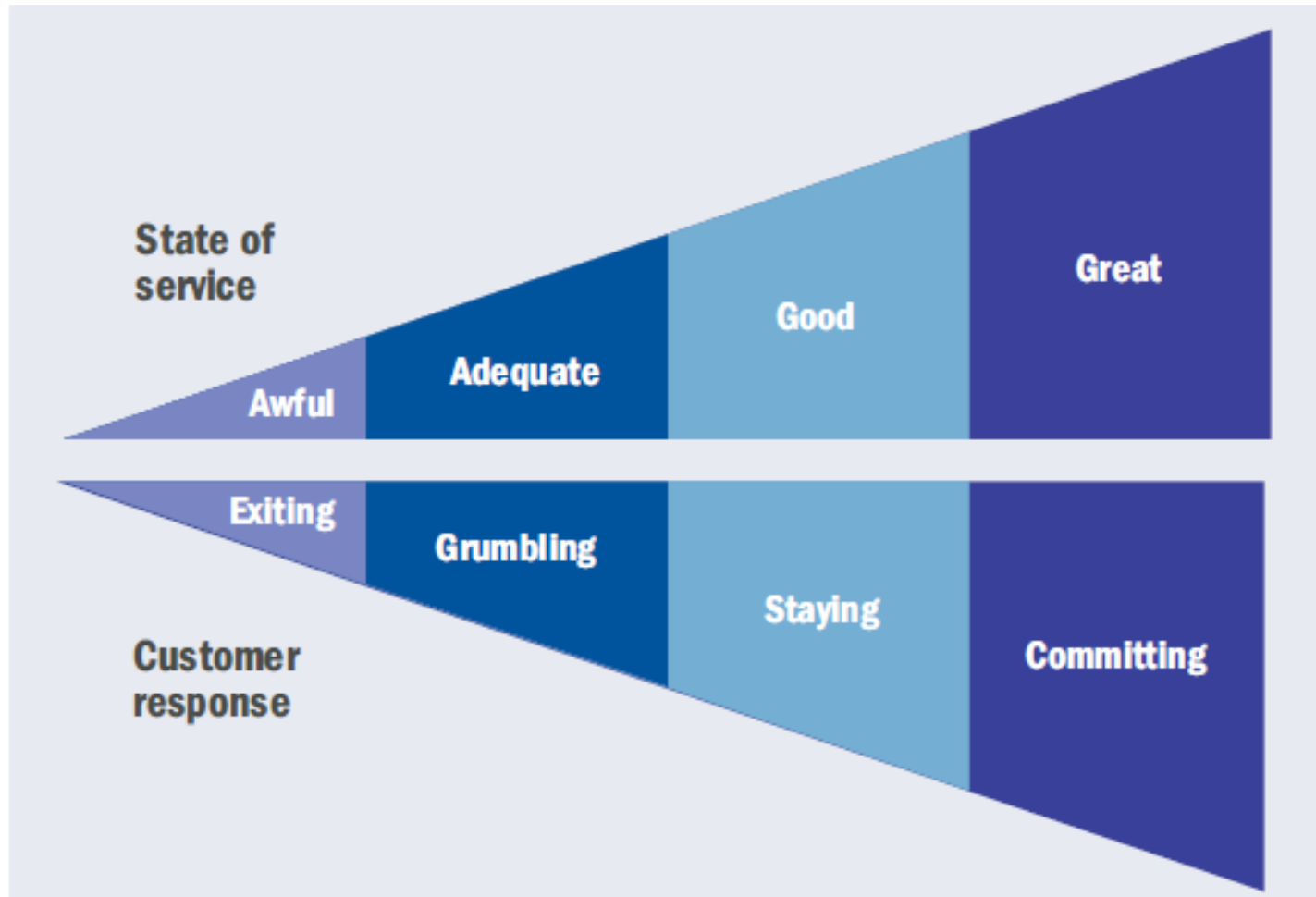
What do you think of the job that district public schools are doing?



Parent Event Attendance Estimates

Estimated Parental Attendance at DCPS Event		
Students in DCPS	45,000	DCPS website
Parent in DCPS	72,000	Estimated 1.6 parents per student
Attendance at chancellor's forums	371	DCPS case fact
Community center attendance (estimated)	1,440	DCPS case fact (2% of parents)
OFPE Meetings (estimated)	1,800	Estimated based on DCPS case facts
Total attendance at a DCPS event	3,611	5%

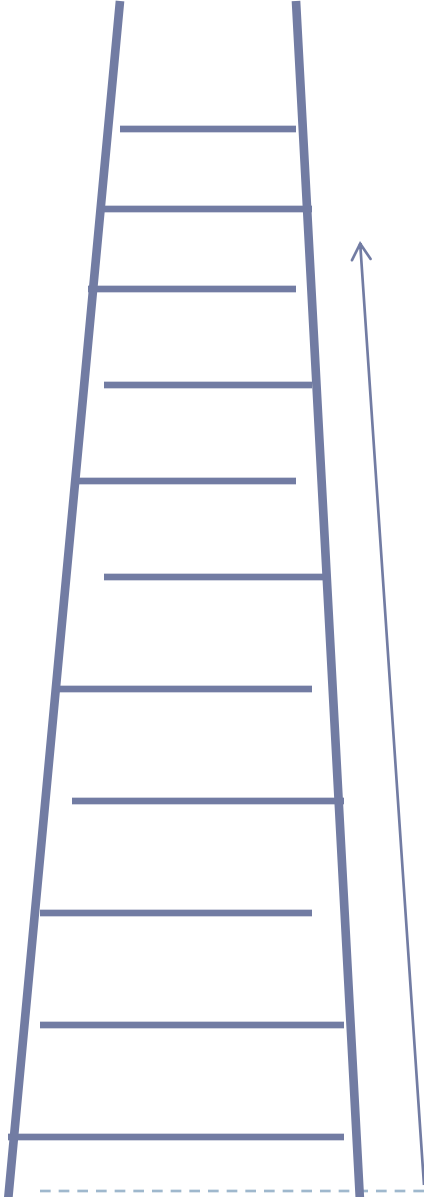
The UK experience was that reform rarely leads to supportive stakeholders



* UK increases from 45% to 65% of the number of students achieving 5 A*-C GCSEs and narrowing of achievement gap by 26%

What can I do?

... to help DCPS achieve better, deeper, more sustainable results?

- 
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